

# 2016

# RSJI Employee Survey

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Seattle Office for Civil Rights  
MAY 2017

## Introduction

## Methodology

The 2016 Race and Social Justice Employee Survey was conducted in January of 2016 and was open to all City employees. The survey was made available online or as a paper survey. To encourage participation, the Mayor's Office sent an email to all employees announcing the survey. This was followed by emails from the Director of the Seattle Office for Civil Rights to department heads, informing them of current departmental participation rates throughout the three weeks the survey was open. Change Teams also provided support to their departments and encouraged their departments to participate. Efforts were made to achieve representation across race, job category, departments, and supervisory status.

Responses to questions were based on a four-point scale ranging from *Strongly Agree* to *Somewhat Agree*, *Somewhat Disagree*, and *Strongly Disagree*, along with the option to select *Don't Know*. For the purposes of this report, whenever the term "agree" is used, it includes the categories *Strongly Agree* and *Somewhat Agree*.

The 2016 survey is the fourth employee survey on racial equity conducted since the inception of the Race and Social Justice Initiative. We have strived to maintain questions across time to allow for overtime comparison of data. At the same time, we have included additional questions to ensure measurement of existing efforts.

As in previous surveys, the 2016 survey was voluntary and anonymous. Survey response data is presented to ensure identifying information is not connected to responses.

## Survey Participation Rates

A total of 3,940 (29%) of City employees participated in the 2016 survey. This was a decline from 2012 where close to half (46%) of all City employees took the survey. The decline in participation rates occurred in all departments except Fire, Law, Municipal Court and the Police [Table 1]. When the survey was conducted, some departments were in the middle of restructuring. The survey captured information prior to new department names and so for the purposes of this survey, the Office for Civil Rights includes the Office of Labor Standards; Human Services Department includes the Department of Education and Early Learning, The Department of Planning and Development includes the Office of Planning and Community Development and the Seattle Department of Construction and Inspections.

**Table 1. RSJI Employee Survey Participation Rates 2008 to 2016**

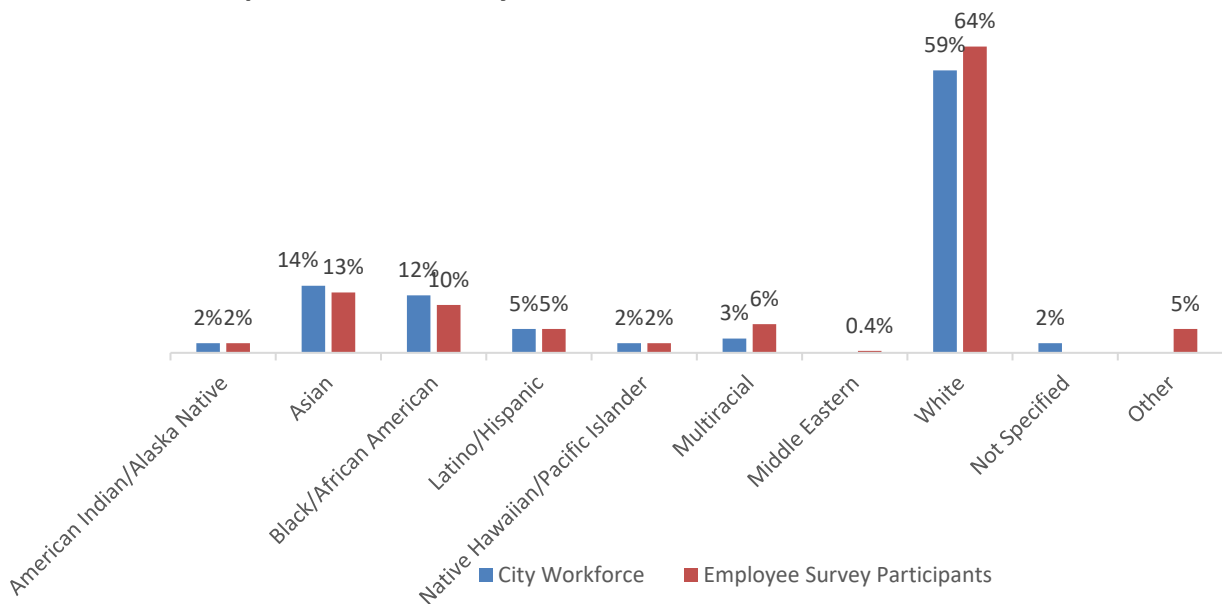
<b>Department</b>	<b>2008</b>	<b>2010</b>	<b>2012</b>	<b>2016</b>
Arts and Culture	92%	100%	100%	76%
City Light	23%	44%	41%	22%
Civil Rights	91%	100%	100%	59%

<b>Department</b>	<b>2008</b>	<b>2010</b>	<b>2012</b>	<b>2016</b>
Economic Development	32%	91%	100%	82%
Mayor's Office/Executive*	53%	66%	100%	32%
Finance and Administrative Services	31% (Fleets and Facilities) 47% (Executive Administration)	61%	49%	54%
Fire	22%	26%	27%	38%
Housing	74%	69%	94%	70%
Human Services	57%	44%	59%	33%
Information Technology	61%	76%	74%	31%
Law	-	91%	59%	74%
Legislative	-	42%	66%	-%
Library	31%	44%	16%	16%
Municipal Court	-	37%	2%	34%
Neighborhoods	40%	70%	66%	53%
Parks and Recreation	22%	34%	41%	16%
Seattle Department of Human Resources	29%	65%	66%	51%
Planning and Development	37%	66%	86%	42%
Police	9%	40%	20%	36%
Public Utilities	36%	63%	59%	22%
Seattle Center	25%	39%	51%	17%
Transportation	64%	59%	71%	38%
Other/Small	-	89%	9%	18%

## Demographics of Survey Participants

Racial demographics of participants tracked closely with overall City workforce racial demographics [Figure 1].

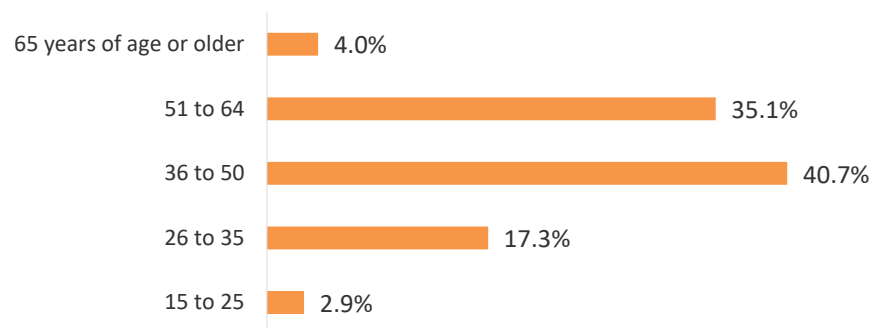
**Figure 1. Race/ethnicity of survey participants compared to overall City workforce**



In terms of gender forty-six percent (46%) are female, fifty-three percent (53%) are male, 0.4% are transgender and 0.7% are genderqueer or gender non-conforming. Eleven percent (11%) of employees who took the survey identify as lesbian, gay or bisexual. Six percent (6%) of respondents have a disability.

**Figure 2. Age of survey participants**

N=3817



The majority of survey participants were over 36 years of age [Figure 2].

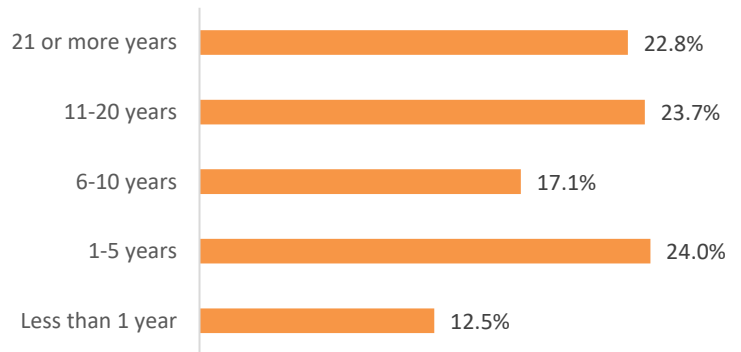
In terms of employee tenure, close to half (47%) had worked for the City for over 11 years [Figure 3.]

There was an approximately 60/40 split between those working downtown and those working elsewhere. The highest percentage of job category was Professional/Paraprofessional at 40% followed by Protective Service workers at 22% [Figure 4.]

Thirty-one percent (31%) of those who completed the survey are supervisors.

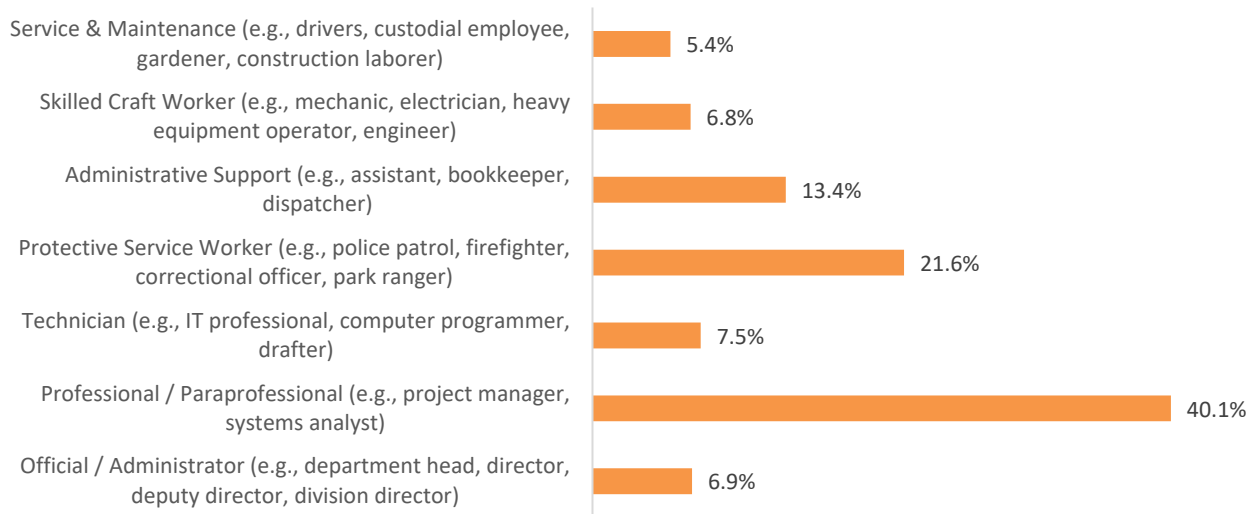
**Figure 3. How long have you worked for the City of Seattle?**

N=3,889



**Figure 4. What is your job category?**

N=3,777



## Making Racial Equity a Citywide Value

The Race and Social Justice Initiative works throughout the institution to build capacity and strengthen skills needed for employees to effectively address racial inequities. Through training, tools to assess policies and programs, and organizational supports including departmental Change Teams, RSJI is working to transform City government.

These efforts are having an impact:

- 88% of those surveyed said it is valuable to address the impacts of institutional racism in the workplace. This number has increased steadily over time, from 83% in 2010 and 86% in 2012.
- 78% understand why RSJI approaches equity and social justice through the lens of race
- 64% know how to contact their Change Team, an increase of 4% since 2012
- 48% said their Change Team provides effective support to their department

At the same time, work remains to ensure racial equity is a core value across the depth and breadth of the institution:

- Slightly more respondents in 2016 (72%) than in 2012 (70%) said they could identify examples of institutional racism in the workplace.
- Despite RSJI training being recognized as critical employee skill development, only 62% said their department supports using paid work hours to participate in RSJI training
- Just over half of those surveyed (55%) said they are able to participate in Change Team activities

### **Employee Involvement with RSJI**

While about sixty percent (60%) of employees were satisfied with their current level of involvement, close to a quarter of employees said they would engage in a deeper way if they could use work time to participate. Increased information on the Initiative was also cited as needed to create greater engagement.

- 59% satisfied with current level of involvement
- 23% said would get more involved if had more information on the Initiative
- 23% would get more involved if could use paid work time to participate
- 13% if had more management support
- 6% if had more budget

### **RSJI Training**

The majority surveyed had taken some form of RSJI training:

- Race, the Power of an Illusion: 82%
- Basic Anti-Racism Training: 51%
- Racial Equity Toolkit Training: 32%
- Inclusive Outreach and Public Engagement: 12%
- Other: 9%

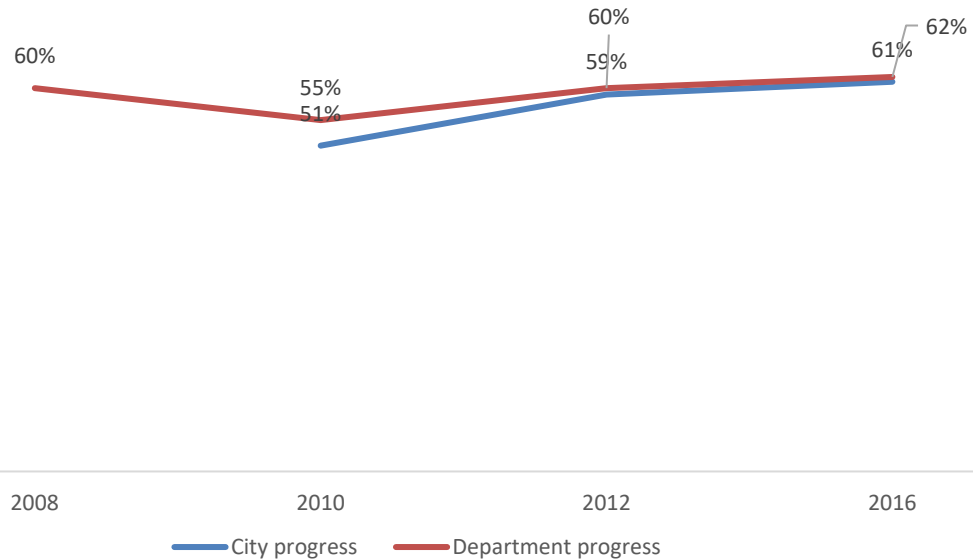
63% said RSJI training had given them the tools to address institutional racism in the workplace. This is a slight decrease from 2012 (-3%). Employee evaluation of RSJI training has been in decline since 2008

when we began measuring via the survey. (2008 = 82%, 2010 = 70%, 2012= 66%). RSJI has placed increased attention on developing specific training to address the needs of employees, this includes the development of an implicit bias training and a concerted effort to ensure more employees are trained in how to apply the Racial Equity Toolkit to policies and programs. Yet we continue to need a strong training program that supports employees in addressing racial equity in their lines of business.

**Making progress on racial equity**

Despite continued need to strengthen the Initiative and our impact, more City employees perceive their department and the City as making progress on racial equity than four years ago.

**Department and City progress on Race and Social Justice  
2008 - 2016**



Department	Department is making progress			City government is making progress		
	Agree	Disagree	Don't Know	Agree	Disagree	Don't Know
<b>Overall</b>	61%	15%	23%	61%	16%	21%
<b>Small departments</b>						
<b>Arts and Culture</b>	80%	8%	12%	56%	24%	20%
<b>Civil Rights</b>	68%	21%	11%	50%	39%	11%
<b>Economic Development</b>	90%	5%	5%	60%	30%	10%

Department	Department is making progress			City government is making progress		
	Agree	Disagree	Don't Know	Agree	Disagree	Don't Know
<b>Housing</b>	81%	4%	15%	57%	21%	21%
<b>Mayor's Office/Executive*</b>	80%	0	20%	78%	6%	16%
<b>Legislative</b> (only 1 person responded – too small to analyze)	-	-	-	-	-	-
<b>Neighborhoods</b>	72%	20%	8%	72%	20%	8%
<b>Seattle Department of Human Resources</b>	73%	12%	15%	65%	17%	19%
<b>Medium departments</b>						
<b>Finance and Administrative Services</b>	49%	10%	41%	60%	11%	29%
<b>Human Services</b>	55%	26%	28%	51%	31%	18%
<b>Information Technology</b>	42%	27%	31%	49%	26%	25%
<b>Law</b>	72%	5%	23%	75%	7%	19%
<b>Library</b>	75%	13%	12%	69%	11%	19%
<b>Planning and Development</b>	68%	14%	17%	71%	12%	16%
<b>Seattle Center</b>	78%	8%	15%	71%	9%	19%
<b>Large departments</b>						
<b>City Light</b>	58%	16%	25%	61%	17%	21%
<b>Fire</b>	64%	16%	20%	60%	18%	22%
<b>Parks and Recreation</b>	61%	24%	15%	59%	23%	18%
<b>Police</b>	59%	13%	29%	59%	11%	28%
<b>Public Utilities</b>	52%	21%	27%	59%	17%	24%
<b>Transportation</b>	65%	19%	16%	67%	17%	15%

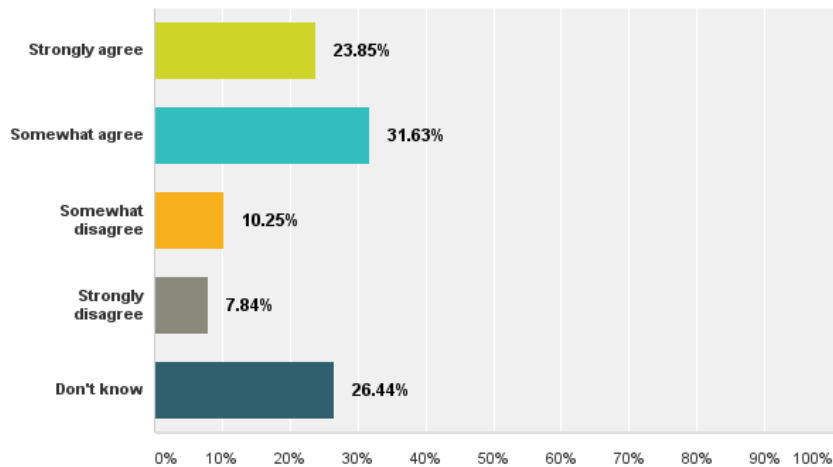


## Leadership Support for Racial Equity

The survey measures employee perception of leadership support for racial equity by looking at support for discussions of institutional racism and for resolving workplace issues pertaining to institutional

### Q25 My department provides support for resolving workplace issues involving institutional racism.

Answered: 3,484 Skipped: 456



racism. In both measures, the 2016 surveyed showed slight decreases in favorability since 2012 by about 5%. When analyzed by race and supervisory status, disparities emerged.

Sixty-one (61%) of employees said leadership participate in and support discussions of institutional racism within their department.

White employees were nine percent (9%) more likely to say their

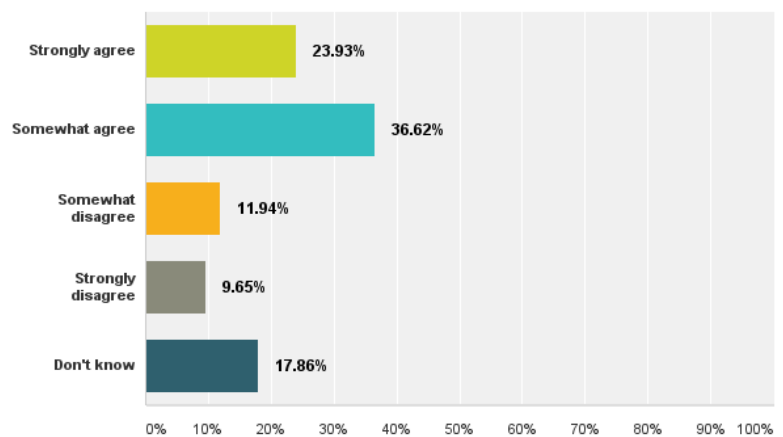
department leadership supported these discussions and eleven percent (11%) more people of color disagreed than white employees.

Just over half (52%) of all non-supervisors agreed their department leadership supported discussions, supervisors were twelve percent (12%) more likely to say so.

Race also played a factor in how employees perceived support for leadership resolving workplace issues. While half of all employees of color said leadership supported resolving workplace issues, white employees were ten percent (10%) more likely to say so. About a quarter of employees of color said

### Q24 People in leadership participate in and support discussions of institutional racism within our department.

Answered: 3,493 Skipped: 447

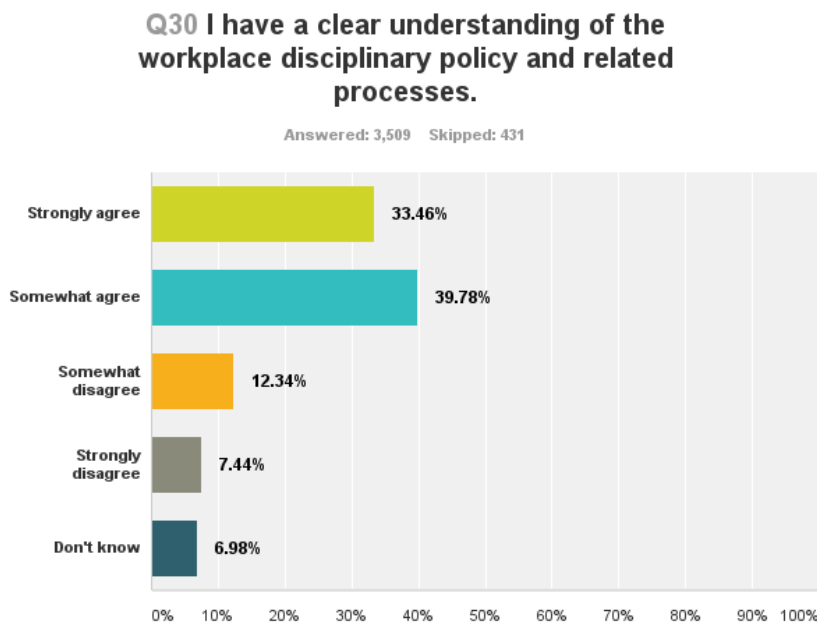


their leadership did not support resolving these workplace issues, fifteen percent more than white employees.

Over half of non-supervisors (57%) felt leadership were resolving workplace issues of institutional racism but supervisors were more likely to agree by a margin of twelve percent (12%). Non-supervisors were also more likely to say they didn't know compared to supervisors (21% to 10% respectively).

## Workforce Equity

The survey asked a few questions to measure employee perception of the application of workplace discipline policies and expectations. While more employees reported a clear understanding of workplace discipline policies than in 2012, the racial disparities between those who had a clear understanding of the policies grew over time.



While a majority of employees across race said they had a good understanding of disciplinary processes (69% people of color/76% white), white employees were more likely to say so by seven (7%) percent. Supervisory status also made a difference with eighty-three percent (83%) of supervisors saying they understood compared to sixty-nine percent (69%) of staff.

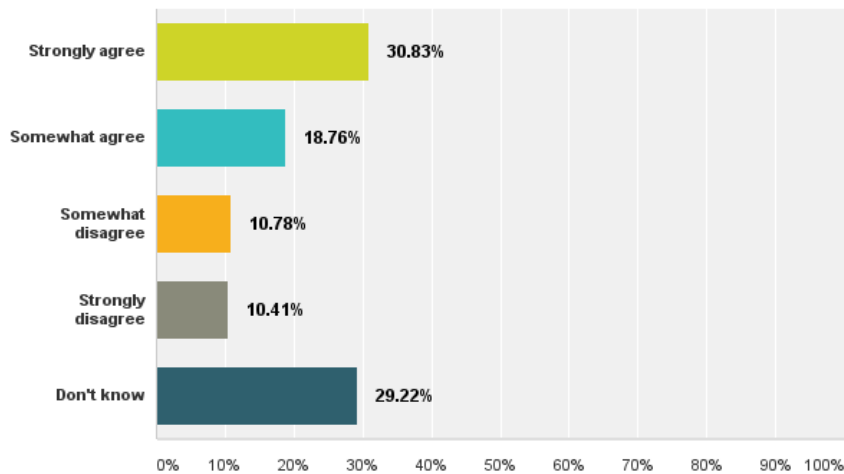
Employee understanding of disciplinary processes increased by fifteen percent (15%) since 2012. Yet racial disparities between employees of color and white employees grew over time by five percent (5%).

Less than half (45.5%) of all employees of color said that race does not play a factor in the outcome of disciplinary processes in their department. Twenty-nine (29%) said race does play a factor and just over a quarter (25.5%) said they don't know. This is compared to more than half of all white employees who said race does not play a factor (53%), sixteen percent (16%) who said it does, and thirty-four percent (34%) saying they don't know. The disparity between employees of color and white employees

remained unchanged since 2012.

**Q31 Race or ethnicity does not impact the outcome of disciplinary processes in my department.**

Answered: 3,487 Skipped: 453

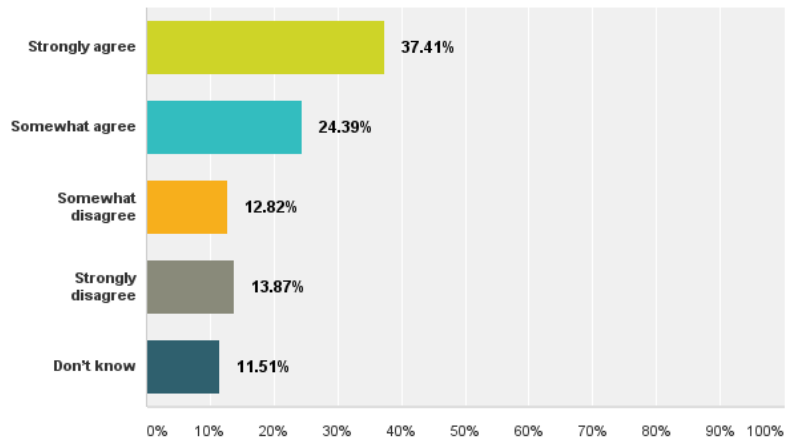


Supervisors were more likely by thirteen percentage (13%) points to say race did not play a factor compared to non-supervisors (58% compared to 45%) with roughly the same amount of supervisors and non-supervisors (22% and 21% respectively) saying it did. The disparity between supervisors and non-supervisors remain unchanged since 2012.

Sixty-two percent (62%) of employees agreed that supervisors and managers hold all employees to the same workplace expectations and disciplinary standards. This represented a slight increase (+4%) since 2012. Race continued to play a factor in determining who felt employees were held to same standards. White employees were eight percent (8%) more likely than employees of color, to say all employees are held to the same standards (66% to 58% respectively). A full thirty-two percent (32%) of employees of color disagreed compared to twenty-two percent (22%) of white employees. Roughly the same amount in both groups said they didn't know (11% employees of color /12% white employees.) The racial disparities between groups decreased by three percent (3%) since 2012.

**Q32 In my department supervisors and managers hold all employees to the same workplace expectation and disciplinary standards.**

Answered: 3,510 Skipped: 430



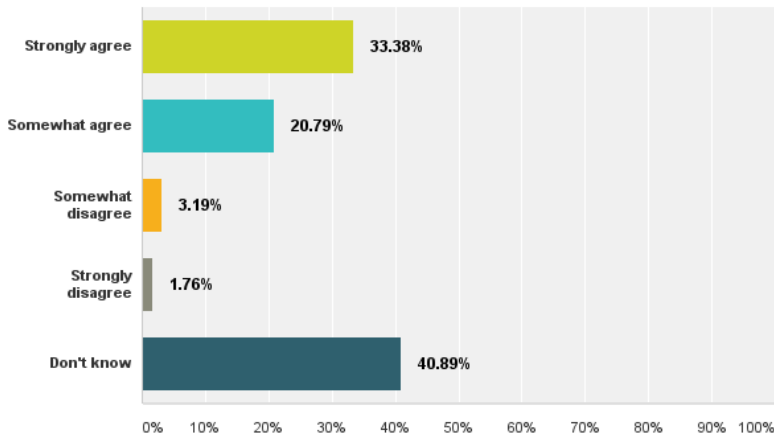
Supervisors were also more likely than non-supervisors to say that employees are held to the same standards (67% of supervisors compared to 60% of non-supervisors). Twenty-six percent (26%) of supervisors and twenty-six (26%) of non-supervisors said employees are not held to the same standard.

## CONTRACTING EQUITY

The department of Finance and Administrative Services (FAS) is responsible for leading the City's contracting equity work. Through an active effort to support women and minority business (WMBE) owners and goal setting at the department level, the City is striving to increase racial equity in access to government contracting and purchasing. FAS monitors the success of this work through annual WMBE workplans. The RSJI survey measures employee understanding and perceptions of departmental progress on these efforts.

**Q33 My department promotes equitable access by women and minority-owned business enterprises (WMBEs) to compete for purchasing and consulting contracts.**

Answered: 3,358 Skipped: 582

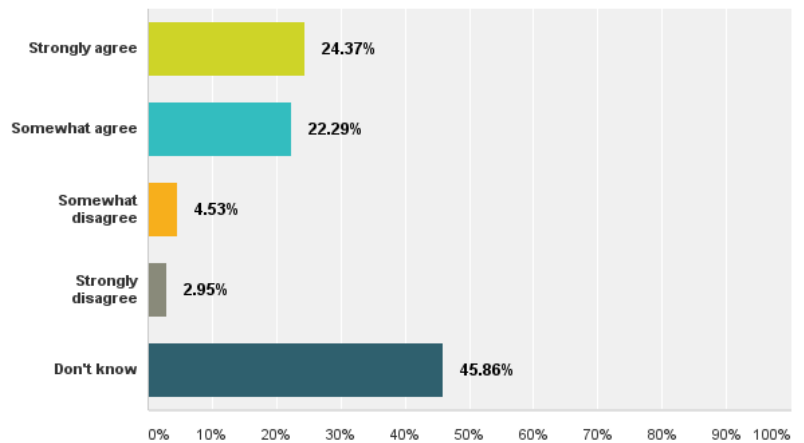


Fifty-four percent (54%) of employees state that their department promotes equitable access for WMBE's to compete for purchasing and consultant contracts. This was an eight percent (8%) decrease since 2012. Those who responded they don't know increased by ten percent (10%).

Just under half of those surveyed agreed that their department is improving internal processes to encourage successful selection of women and minority businesses. This was a slight decrease of about three percent (3%) since 2012. Approximately five percent (5%) more people said they didn't know than in 2012.

**Q34 My department is improving internal processes to encourage successful selection of women and minority businesses.**

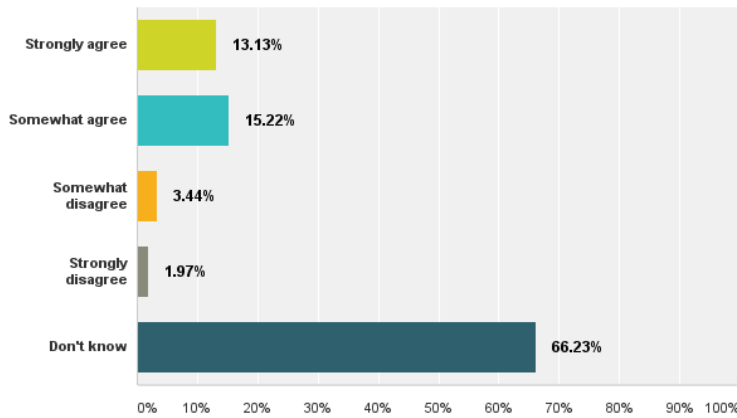
Answered: 3,356 Skipped: 584



Twenty-eight percent (28%) agreed that FAS' approaches for construction WMBE inclusion has helped their department with their WMBE goals. Twenty-eight percent (28%) also agreed that the approaches

**Q35 If you are involved in contracting, please answer: Finance and Administrative Services' approaches for construction WMBE inclusion have helped our department with our WMBE goals.**

Answered: 1,774 Skipped: 2,166



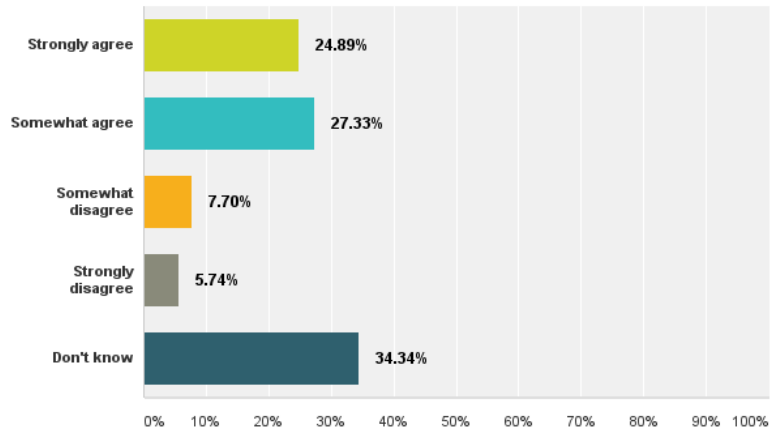
had given consultants greater clarity on WMBE expectations. Thirty-three percent were aware of newly established prompt-pay expectations, ensuring consultants receive payment within 30 days of invoicing.

## Transforming the Institution by Centering Community

The Race and Social Justice Initiative is clear that to make a difference in the lives of those who live, work and go to school in Seattle, communities of color, immigrants and refugee residents and those most impacted by racial inequities must have their voices central in City decision-making processes. To achieve this, RSJI uses a racial equity analysis tool to ensure that when policies or programs are being developed or evaluated, communities most

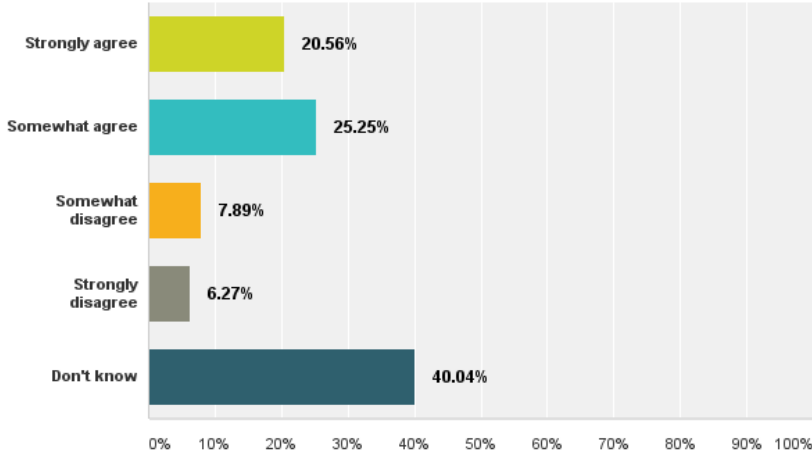
**Q38 My department seeks input and assistance on decision-making from communities of color.**

Answered: 3,363 Skipped: 577



**Q39 Input from communities of color is then incorporated into our department's policies, programs and initiatives.**

Answered: 3,347 Skipped: 593



departmental policies, programs and initiatives.

Forty-seven percent (47%) said their department is making progress on improving access to services for refugee and immigrants which was roughly the same since 2012 (+1%). Fifty-two percent (52%) agree that their department is making progress at providing interpretation and translation services, a six percent (6%) decline from 2012.

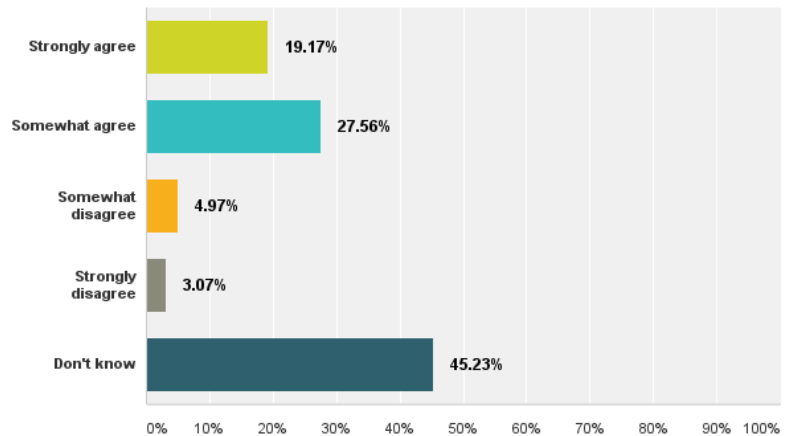
impacted are a part of the process. In addition, the City has an Inclusive Outreach and Public Engagement Guide to provide tools and resources for better engaging communities, including supporting the use of an inclusion sign-in sheet to assess the racial/ethnic demographics of public meetings.

Over half (52%) of employees agree that their department seeks input and decision-making from communities of color. This represents a decline of five percent (5%) since 2012.

Forty-six (46%) of employees said this input is then incorporated into

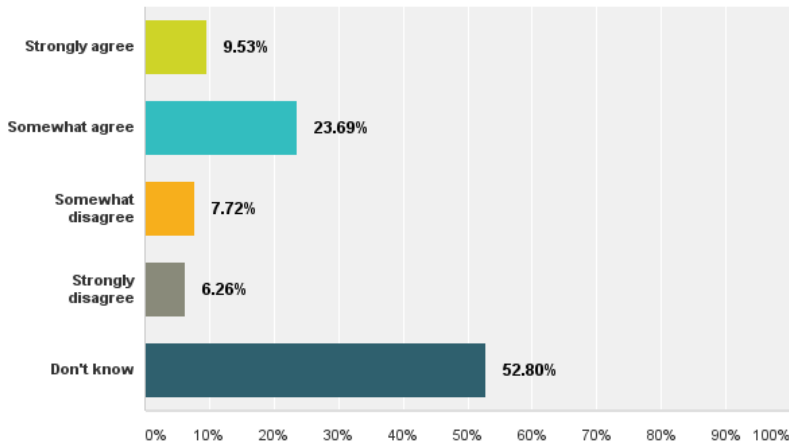
**Q40 My department is making progress on improving access to services for refugees and immigrants.**

Answered: 3,197 Skipped: 743



**Q42 Use of the Racial Equity Toolkit has helped to improve my department's policies, initiatives, programs, and budget decisions.**

Answered: 3,212 Skipped: 728



Thirty-three percent (33%) of employees, four percent more than in 2012, said the use of the racial equity toolkit has helped to improve their departments policies, initiatives and budget decisions. Over half (52%) did not know, showing the need for continued evaluation as a part of the process.

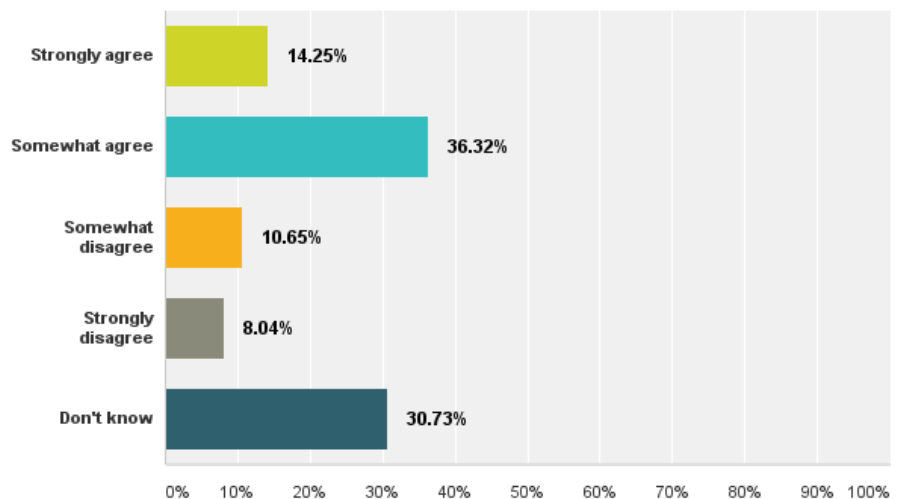
Half of employees (51%) feel the Race and Social Justice Initiative is making progress at eliminating racial inequity in the community. This is a slight (+4%) increase since 2012.

**Conclusion**

In our 2016 Racial Equity Community Survey, we asked people who live, work and go to school in Seattle whether racial equity should be a priority for government. **Ninety-six percent agreed that it should be.** RSJI is the City's commitment to ensuring racial equity is a core value that is lived and acted on daily in the policies created that shape people lives, in investment decisions that determine how resources are allocated and in the daily interactions of staff

**Q46 The Race and Social Justice Initiative is making progress at eliminating racial inequity in the community.**

Answered: 3,257 Skipped: 683





with the public. To transform City government requires efforts at every level of the institution. We have made progress but more work needs to be done to make a